

Paynet May 1, 2012
Hay Group



Utilities Organizations

**Chart Coordinates - Canada
May 1, 2012**

Base Salary Policy

Full Points	Number of Organizations	P90	P75	P50			P25	P10	AVG
				(\$,000)					
134	7			49.9					52.4
157	12	81.6	65.6	59.2	48.2	43.0			59.9
186	17	81.3	68.1	58.0	53.4	47.9			63.0
219	21	90.9	75.4	63.2	59.7	55.2			69.1
258	24	94.0	81.4	68.7	61.1	56.6			71.7
301	23	100.6	81.6	73.0	68.6	62.0			76.3
352	23	105.1	96.4	81.6	72.7	69.3			84.8
414	24	112.2	98.9	87.6	81.6	76.5			91.6
488	24	121.8	112.1	98.5	87.6	83.1			100.6
576	24	130.1	122.4	108.5	99.2	90.9			110.4
684	24	146.1	135.9	122.8	106.7	101.3			123.6
817	24	167.8	150.7	138.6	122.0	111.6			137.6
977	25	175.5	161.9	149.7	139.2	125.5			151.7
1168	23	210.4	206.3	181.3	169.7	160.8			185.2
1394	22	262.4	235.1	218.5	203.7	184.6			220.2
1664	20	329.4	267.0	257.1	235.0	182.0			254.8
1980	16	383.7	325.1	296.9	273.8	227.3			300.9
2355	11		399.4	354.8	315.0				350.6

Total Cash Design

Full Points	Number of Organizations	P90	P75	P50			P25	P10	AVG
				(\$,000)					
134	7			49.9					52.8
157	12	83.8	66.0	59.8	48.9	43.6			60.9
186	17	84.8	68.5	60.6	53.4	48.8			64.3
219	21	91.2	75.6	65.7	60.3	56.8			70.7
258	24	95.4	82.3	70.2	62.7	58.5			73.7
301	23	102.6	84.6	76.2	68.6	63.9			79.1
352	23	109.2	98.9	85.0	76.3	73.0			88.5
414	24	117.6	106.4	94.6	85.2	77.6			96.0
488	24	129.4	118.9	106.7	93.5	86.8			106.7
576	24	145.0	133.0	117.7	106.2	95.4			119.4
684	24	163.4	151.1	136.6	116.4	106.2			135.3
817	24	203.7	173.2	159.1	136.9	117.0			159.6
977	25	213.5	198.3	166.3	150.8	136.9			173.9
1168	23	289.2	267.9	224.0	189.4	178.9			229.8
1394	22	345.3	305.6	285.3	246.5	232.9			285.3
1664	20	483.6	369.4	326.5	293.6	227.6			346.9
1980	16	671.4	491.1	429.2	331.0	281.3			432.4
2355	11		623.3	511.5	456.8				502.3



Utilities Organizations

**Chart Coordinates - Canada
May 1, 2012**

Base Salary

Full Points	Number of Organizations	P90	P75	(\$,000)			P10	AVG
				P50	P25	P10		
134	7			51.1				52.6
157	12	77.3	69.2	57.2	47.2	42.2		59.1
186	17	88.2	69.1	58.0	52.0	46.6		63.3
219	21	87.3	75.5	65.4	60.2	55.2		69.8
258	24	93.8	79.7	69.1	61.4	56.5		72.2
301	23	100.5	81.5	74.4	67.4	60.4		76.2
352	23	105.2	94.2	81.5	74.1	67.3		83.8
414	24	112.6	97.7	89.3	81.1	70.7		90.2
488	24	126.1	115.4	97.5	89.9	84.7		101.5
576	24	137.3	122.9	108.3	98.5	91.7		111.8
684	24	150.3	139.5	121.6	109.0	99.0		124.2
817	24	171.4	150.6	134.6	121.6	114.5		138.8
977	25	183.2	161.5	151.6	134.7	124.2		151.0
1168	23	224.8	206.5	182.8	163.7	154.4		189.1
1394	22	262.2	235.9	218.5	202.8	185.3		222.6
1664	20	329.4	268.5	255.4	233.0	185.5		258.6
1980	16	383.7	325.1	308.6	262.6	201.5		295.2
2355	11		375.8	325.0	295.0			327.1

Total Cash

Full Points	Number of Organizations	P90	P75	(\$,000)			P10	AVG
				P50	P25	P10		
134	7			51.1				53.0
157	12	79.3	69.3	59.8	47.3	42.2		60.1
186	17	88.6	69.1	60.6	54.6	48.8		64.5
219	21	91.0	76.7	67.9	61.8	58.2		71.3
258	24	94.0	80.5	73.1	63.6	58.9		74.2
301	23	100.9	85.0	75.8	69.6	61.5		78.8
352	23	109.3	97.7	84.4	77.7	69.0		87.0
414	24	116.7	103.9	92.8	83.6	75.8		94.1
488	24	133.2	119.5	104.1	93.3	86.1		107.3
576	24	148.4	133.7	115.0	103.9	96.3		120.3
684	24	165.4	147.7	133.4	116.8	104.0		135.2
817	24	209.2	170.8	154.1	137.0	119.5		159.4
977	25	220.7	194.6	161.9	148.5	128.6		172.7
1168	23	318.2	277.8	234.2	190.7	169.1		237.5
1394	22	356.9	335.3	288.6	242.6	214.3		294.2
1664	20	477.6	417.9	366.9	272.1	221.6		370.5
1980	16	724.4	538.2	479.5	291.8	235.8		449.4
2355	11		620.7	502.0	461.6			492.9



Utilities Organizations

Line Formulae - Canada

May 1, 2012

Base Salary Policy

Hay Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
124 - 147					407.02	-586					327.23	11,807
147 - 176	-10.65	83,166	87.41	52,709	-44.36	65,768	179.65	21,748	169.68	18,060	105.30	44,431
176 - 209	292.43	29,824	222.42	28,945	158.18	30,120	192.52	19,483	220.10	9,187	186.68	30,108
209 - 248	77.97	74,645	153.99	43,249	141.92	33,518	34.78	52,451	36.22	47,616	66.78	55,168
248 - 291	153.93	55,808	3.78	80,500	99.42	44,059	174.95	17,689	126.43	25,245	106.29	45,369
291 - 342	88.29	74,907	289.91	-2,764	168.82	23,862	79.88	45,352	142.42	20,592	167.38	27,590
342 - 404	114.53	65,934	40.34	82,590	96.58	48,569	144.00	23,424	116.83	29,343	109.27	47,465
404 - 478	129.65	59,825	178.87	26,622	147.74	27,900	81.33	48,742	88.05	40,973	121.68	42,454
478 - 566	94.27	76,737	116.42	56,472	113.40	44,317	131.64	24,696	89.27	40,388	110.97	47,569
566 - 674	148.12	46,259	125.25	51,479	132.09	33,739	69.66	59,774	95.69	36,752	122.14	41,251
674 - 807	162.92	36,286	111.66	60,636	119.06	42,520	114.78	29,367	77.82	48,800	105.51	52,460
807 - 967	48.42	128,689	69.66	94,527	69.06	82,867	107.45	35,278	86.79	41,561	88.23	66,398
967 - 1158	182.86	-1,316	232.37	-62,811	165.71	-10,588	159.77	-15,316	184.89	-53,301	175.48	-17,964
1158 - 1384	229.96	-55,867	127.35	58,804	164.71	-9,429	150.41	-4,473	105.21	38,961	154.91	5,851
1384 - 1654	248.16	-81,049	118.41	71,174	142.69	21,040	116.08	43,032	-9.40	197,583	127.91	43,223
1654 - 1970	171.70	45,417	183.65	-36,723	126.18	48,354	122.72	32,063	143.17	-54,755	145.81	13,614
1970 - 2345			198.27	-65,540	154.47	-7,393	109.83	57,446			132.71	39,417
2345 - 2785			145.44	58,352	133.23	42,430	-30.22	385,865			73.88	177,379

Total Cash Design

Hay Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
124 - 147					431.70	-3,645					351.41	9,225
147 - 176	32.89	79,011	88.80	52,912	27.28	55,804	152.78	26,476	179.29	17,254	117.63	43,591
176 - 209	195.33	50,423	213.93	30,889	153.53	33,583	210.61	16,299	243.44	5,964	192.77	30,366
209 - 248	107.63	68,752	171.41	39,777	115.81	41,468	60.41	47,690	41.88	48,091	78.40	54,269
248 - 291	166.23	54,218	53.85	68,931	140.51	35,341	137.81	28,494	125.27	27,409	125.53	42,582
291 - 342	129.96	64,774	281.06	2,811	172.90	25,916	151.14	24,617	180.06	11,466	184.95	25,290
342 - 404	135.14	63,002	120.48	57,733	154.31	32,272	142.68	27,510	73.30	47,978	119.68	47,612
404 - 478	159.23	53,269	169.27	38,021	162.91	28,799	112.49	39,707	123.86	27,552	145.31	37,258
478 - 566	178.01	44,292	159.57	42,658	125.36	46,747	145.12	24,107	98.31	39,766	144.03	37,868
566 - 674	170.23	48,696	168.26	37,736	174.95	18,679	94.36	52,839	100.37	38,597	147.69	35,798
674 - 807	302.54	-40,483	165.80	39,397	169.55	22,322	153.88	12,724	80.55	51,954	182.40	12,401
807 - 967	61.34	154,173	157.16	46,365	44.83	122,974	87.04	66,664	124.49	16,497	89.32	87,522
967 - 1158	396.26	-169,700	364.39	-154,024	302.04	-125,749	201.69	-44,202	219.98	-75,845	292.72	-109,173
1158 - 1384	248.58	1,320	166.77	74,823	271.30	-90,155	253.00	-103,619	238.97	-97,835	245.63	-54,633
1384 - 1654	511.89	-363,111	236.16	-21,220	152.56	74,175	174.40	5,164	-19.82	260,337	227.98	-30,205
1654 - 1970	594.47	-499,700	385.12	-267,593	324.87	-210,821	118.33	97,893	170.12	-53,828	270.58	-100,679
1970 - 2345			352.45	-203,243	219.41	-3,058	335.31	-329,542			186.54	64,894
2345 - 2785			172.99	217,609	211.91	14,529	-246.13	1,033,924			84.53	304,108



Utilities Organizations

Line Formulae - Canada

May 1, 2012

Base Salary

Hay Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
124 - 147					268.98	17,704					284.41	17,337
147 - 176	375.81	22,046	-4.97	69,972	24.69	53,615	168.16	22,437	149.28	20,280	144.31	37,932
176 - 209	-26.09	92,781	195.24	34,736	225.03	18,354	246.93	8,572	261.64	504	194.60	29,082
209 - 248	164.73	52,900	106.17	53,352	94.92	45,547	30.16	53,878	33.54	48,178	62.47	56,695
248 - 291	156.93	54,833	41.62	69,361	122.60	38,683	141.33	26,307	89.72	34,244	92.37	49,281
291 - 342	91.95	73,745	250.08	8,698	140.94	33,346	129.90	29,634	135.47	20,930	148.91	32,827
342 - 404	119.54	64,309	56.39	74,941	125.21	38,726	113.20	35,344	55.60	48,247	104.37	48,059
404 - 478	182.53	38,860	238.43	1,397	111.00	44,467	118.60	33,161	189.62	-5,897	152.71	28,531
478 - 566	126.86	65,467	85.10	74,688	122.88	38,788	98.53	42,755	78.71	47,118	116.54	45,823
566 - 674	120.93	68,825	154.17	35,592	122.88	38,786	97.33	43,434	67.93	53,219	114.91	46,740
674 - 807	158.62	43,426	83.70	83,091	97.46	55,923	94.26	45,503	116.65	20,384	109.83	50,169
807 - 967	73.33	112,250	67.67	96,025	106.28	48,808	81.91	55,472	60.79	65,460	76.25	77,269
967 - 1158	217.89	-27,542	235.80	-66,555	163.22	-6,253	151.85	-12,157	158.12	-28,652	199.30	-41,727
1158 - 1384	165.39	33,261	130.08	55,870	158.29	-549	173.00	-36,656	136.55	-3,682	148.37	17,252
1384 - 1654	249.07	-82,556	120.73	68,810	136.74	29,281	111.92	47,891	0.58	184,503	133.28	38,145
1654 - 1970	171.70	45,417	179.00	-27,579	168.17	-22,715	93.70	78,017	50.79	101,464	116.01	66,699
1970 - 2345			135.25	58,611	43.77	222,349	86.38	92,447			84.95	127,887
2345 - 2785			199.15	-91,234	201.07	-146,504	12.89	264,777			113.20	61,645

Total Cash

Hay Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
124 - 147					380.30	3,900					308.95	14,723
147 - 176	317.61	32,651	-7.93	70,494	28.88	55,559	253.88	9,962	226.34	8,951	151.87	37,813
176 - 209	73.28	75,654	229.58	28,693	220.58	21,821	218.03	16,272	286.58	-1,651	205.68	28,344
209 - 248	77.27	74,819	97.15	56,369	132.79	40,167	44.69	52,499	15.98	54,906	73.64	55,939
248 - 291	160.51	54,176	106.07	54,158	62.23	57,666	140.28	28,794	61.19	43,694	107.93	47,436
291 - 342	165.62	52,688	248.34	12,756	169.47	26,460	159.15	23,302	146.17	18,964	160.21	32,223
342 - 404	118.39	68,843	100.64	63,270	135.78	37,981	94.39	45,449	110.26	31,245	114.59	47,823
404 - 478	223.37	26,429	210.97	18,698	152.02	31,421	131.43	30,487	139.33	19,501	178.06	22,181
478 - 566	172.80	50,601	160.36	42,891	123.87	44,877	120.03	35,936	115.55	30,866	147.47	36,803
566 - 674	157.63	59,188	130.43	59,830	170.71	18,367	119.37	36,311	71.58	55,757	138.28	42,006
674 - 807	329.06	-56,355	173.58	30,749	155.76	28,442	152.43	14,024	116.84	25,250	182.11	12,462
807 - 967	71.92	151,154	148.48	51,003	48.45	115,041	71.39	79,428	56.79	73,711	82.87	92,553
967 - 1158	510.71	-273,150	435.47	-226,515	378.58	-204,191	221.10	-65,342	211.66	-76,053	339.23	-155,352
1158 - 1384	170.83	120,422	254.45	-16,901	240.52	-44,319	229.52	-75,093	200.33	-62,933	250.80	-52,943
1384 - 1654	447.35	-262,275	305.92	-88,131	290.02	-112,831	109.43	91,112	26.84	177,176	282.61	-96,969
1654 - 1970	780.97	-814,087	380.89	-212,126	356.45	-222,702	62.17	169,273	45.13	146,929	249.69	-42,524
1970 - 2345			219.95	104,918	60.00	361,300	452.93	-600,520			116.10	220,661
2345 - 2785			424.55	-374,869	406.59	-451,463	-276.93	1,111,008			225.13	-35,020



Utilities Organizations

Line Formulae - Canada

May 1, 2012

Base Salary Policy

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157					407.02	-4,656					327.23	8,535
157 - 186	-10.65	83,273	87.41	51,835	-44.36	66,211	179.65	19,952	169.68	16,363	105.30	43,378
186 - 219	292.43	26,900	222.42	26,721	158.18	28,538	192.52	17,558	220.10	6,986	186.68	28,241
219 - 258	77.97	73,865	153.99	41,709	141.92	32,099	34.78	52,103	36.22	47,254	66.78	54,500
258 - 301	153.93	54,269	3.78	80,463	99.42	43,065	174.95	15,939	126.43	23,980	106.29	44,306
301 - 352	88.29	74,024	289.91	-5,663	168.82	22,174	79.88	44,553	142.42	19,168	167.38	25,916
352 - 414	114.53	64,789	40.34	82,186	96.58	47,604	144.00	21,984	116.83	28,174	109.27	46,372
414 - 488	129.65	58,529	178.87	24,834	147.74	26,422	81.33	47,929	88.05	40,092	121.68	41,237
488 - 576	94.27	75,794	116.42	55,308	113.40	43,183	131.64	23,380	89.27	39,495	110.97	46,459
576 - 684	148.12	44,778	125.25	50,226	132.09	32,419	69.66	59,077	95.69	35,795	122.14	40,029
684 - 817	162.92	34,657	111.66	59,520	119.06	41,330	114.78	28,219	77.82	48,021	105.51	51,405
817 - 977	48.42	128,205	69.66	93,830	69.06	82,176	107.45	34,203	86.79	40,694	88.23	65,515
977 - 1168	182.86	-3,144	232.37	-65,135	165.71	-12,246	159.77	-16,914	184.89	-55,150	175.48	-19,719
1168 - 1394	229.96	-58,167	127.35	57,531	164.71	-11,076	150.41	-5,977	105.21	37,909	154.91	4,302
1394 - 1664	248.16	-83,531	118.41	69,990	142.69	19,613	116.08	41,872	-9.40	197,677	127.91	41,943
1664 - 1980	171.70	43,700	183.65	-38,559	126.18	47,092	122.72	30,835	143.17	-56,187	145.81	12,156
1980 - 2355			198.27	-67,523	154.47	-8,937	109.83	56,347			132.71	38,090
2355 - 2795			145.44	56,897	133.23	41,098	-30.22	386,168			73.88	176,641

Total Cash Design

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157					431.70	-7,962					351.41	5,711
157 - 186	32.89	78,683	88.80	52,024	27.28	55,532	152.78	24,948	179.29	15,461	117.63	42,415
186 - 219	195.33	48,470	213.93	28,750	153.53	32,048	210.61	14,193	243.44	3,530	192.77	28,438
219 - 258	107.63	67,675	171.41	38,063	115.81	40,310	60.41	47,086	41.88	47,672	78.40	53,485
258 - 301	166.23	52,556	53.85	68,393	140.51	33,936	137.81	27,116	125.27	26,156	125.53	41,327
301 - 352	129.96	63,474	281.06	1	172.90	24,187	151.14	23,106	180.06	9,665	184.95	23,440
352 - 414	135.14	61,650	120.48	56,528	154.31	30,729	142.68	26,084	73.30	47,245	119.68	46,415
414 - 488	159.23	51,676	169.27	36,328	162.91	27,170	112.49	38,582	123.86	26,313	145.31	35,805
488 - 576	178.01	42,512	159.57	41,063	125.36	45,494	145.12	22,655	98.31	38,783	144.03	36,428
576 - 684	170.23	46,994	168.26	36,054	174.95	16,930	94.36	51,895	100.37	37,593	147.69	34,321
684 - 817	302.54	-43,508	165.80	37,739	169.55	20,627	153.88	11,185	80.55	51,148	182.40	10,577
817 - 977	61.34	153,559	157.16	44,794	44.83	122,526	87.04	65,793	124.49	15,252	89.32	86,629
977 - 1168	396.26	-173,663	364.39	-157,668	302.04	-128,770	201.69	-46,219	219.98	-78,044	292.72	-112,100
1168 - 1394	248.58	-1,166	166.77	73,155	271.30	-92,868	253.00	-106,149	238.97	-100,225	245.63	-57,089
1394 - 1664	511.89	-368,230	236.16	-23,582	152.56	72,650	174.40	3,420	-19.82	260,536	227.98	-32,485
1664 - 1980	594.47	-505,644	385.12	-271,444	324.87	-214,070	118.33	96,710	170.12	-55,529	270.58	-103,384
1980 - 2355			352.45	-206,767	219.41	-5,252	335.31	-332,895			186.54	63,029
2355 - 2795			172.99	215,879	211.91	12,410	-246.13	1,036,385			84.53	303,263



Utilities Organizations

Line Formulae - Canada

May 1, 2012

Base Salary

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157					268.98	15,014					284.41	14,493
157 - 186	375.81	18,288	-4.97	70,022	24.69	53,368	168.16	20,755	149.28	18,788	144.31	36,489
186 - 219	-26.09	93,042	195.24	32,783	225.03	16,104	246.93	6,103	261.64	-2,113	194.60	27,136
219 - 258	164.73	51,253	106.17	52,290	94.92	44,598	30.16	53,577	33.54	47,842	62.47	56,070
258 - 301	156.93	53,264	41.62	68,945	122.60	37,457	141.33	24,894	89.72	33,347	92.37	48,357
301 - 352	91.95	72,826	250.08	6,197	140.94	31,937	129.90	28,335	135.47	19,576	148.91	31,338
352 - 414	119.54	63,113	56.39	74,377	125.21	37,474	113.20	34,212	55.60	47,691	104.37	47,015
414 - 488	182.53	37,035	238.43	-987	111.00	43,357	118.60	31,975	189.62	-7,794	152.71	27,003
488 - 576	126.86	64,199	85.10	73,837	122.88	37,560	98.53	41,769	78.71	46,331	116.54	44,657
576 - 684	120.93	67,616	154.17	34,050	122.88	37,557	97.33	42,460	67.93	52,539	114.91	45,591
684 - 817	158.62	41,840	83.70	82,255	97.46	54,948	94.26	44,560	116.65	19,218	109.83	49,070
817 - 977	73.33	111,517	67.67	95,349	106.28	47,745	81.91	54,653	60.79	64,852	76.25	76,507
977 - 1168	217.89	-29,721	235.80	-68,913	163.22	-7,885	151.85	-13,676	158.12	-30,234	199.30	-43,720
1168 - 1394	165.39	31,607	130.08	54,570	158.29	-2,132	173.00	-38,386	136.55	-5,048	148.37	15,769
1394 - 1664	249.07	-85,047	120.73	67,603	136.74	27,914	111.92	46,771	0.58	184,497	133.28	36,812
1664 - 1980	171.70	43,700	179.00	-29,369	168.17	-24,397	93.70	77,080	50.79	100,956	116.01	65,538
1980 - 2355			135.25	57,259	43.77	221,912	86.38	91,584			84.95	127,038
2355 - 2795			199.15	-93,225	201.07	-148,515	12.89	264,648			113.20	60,513

Total Cash

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157					380.30	97					308.95	11,633
157 - 186	317.61	29,475	-7.93	70,573	28.88	55,270	253.88	7,423	226.34	6,688	151.87	36,295
186 - 219	73.28	74,921	229.58	26,397	220.58	19,615	218.03	14,091	286.58	-4,517	205.68	26,287
219 - 258	77.27	74,047	97.15	55,397	132.79	38,839	44.69	52,052	15.98	54,746	73.64	55,203
258 - 301	160.51	52,571	106.07	53,097	62.23	57,044	140.28	27,391	61.19	43,082	107.93	46,356
301 - 352	165.62	51,032	248.34	10,273	169.47	24,765	159.15	21,711	146.17	17,503	160.21	30,621
352 - 414	118.39	67,659	100.64	62,264	135.78	36,624	94.39	44,505	110.26	30,143	114.59	46,677
414 - 488	223.37	24,196	210.97	16,588	152.02	29,901	131.43	29,172	139.33	18,108	178.06	20,400
488 - 576	172.80	48,873	160.36	41,287	123.87	43,639	120.03	34,736	115.55	29,710	147.47	35,328
576 - 684	157.63	57,612	130.43	58,526	170.71	16,660	119.37	35,117	71.58	55,041	138.28	40,623
684 - 817	329.06	-59,646	173.58	29,013	155.76	26,885	152.43	12,500	116.84	24,082	182.11	10,641
817 - 977	71.92	150,435	148.48	49,519	48.45	114,556	71.39	78,714	56.79	73,143	82.87	91,724
977 - 1168	510.71	-278,257	435.47	-230,870	378.58	-207,977	221.10	-67,553	211.66	-78,170	339.23	-158,744
1168 - 1394	170.83	118,714	254.45	-19,445	240.52	-46,725	229.52	-77,388	200.33	-64,936	250.80	-55,451
1394 - 1664	447.35	-266,749	305.92	-91,190	290.02	-115,732	109.43	90,018	26.84	176,908	282.61	-99,795
1664 - 1980	780.97	-821,897	380.89	-215,935	356.45	-226,267	62.17	168,651	45.13	146,477	249.69	-45,021
1980 - 2355			219.95	102,718	60.00	360,700	452.93	-605,049			116.10	219,500
2355 - 2795			424.55	-379,115	406.59	-455,529	-276.93	1,113,777			225.13	-37,271



Utilities Organizations

Chart Coordinates - Canada
Projected to May 1, 2013

Base Salary Policy - Projected by 2.1%

Full Points	Number of Organizations	P90	P75	(\$,000)			P10	AVG
				P50	P25			
134	7			50.9				53.5
157	12	83.3	67.0	60.4	49.2	43.9		61.2
186	17	83.0	69.5	59.2	54.5	48.9		64.3
219	21	92.8	77.0	64.5	61.0	56.4		70.6
258	24	96.0	83.1	70.1	62.4	57.8		73.2
301	23	102.7	83.3	74.5	70.0	63.3		77.9
352	23	107.3	98.4	83.3	74.2	70.8		86.6
414	24	114.6	101.0	89.4	83.3	78.1		93.5
488	24	124.4	114.5	100.6	89.4	84.8		102.7
576	24	132.8	125.0	110.8	101.3	92.8		112.7
684	24	149.2	138.8	125.4	108.9	103.4		126.2
817	24	171.3	153.9	141.5	124.6	113.9		140.5
977	25	179.2	165.3	152.8	142.1	128.1		154.9
1168	23	214.8	210.6	185.1	173.3	164.2		189.1
1394	22	267.9	240.0	223.1	208.0	188.5		224.8
1664	20	336.3	272.6	262.5	239.9	185.8		260.2
1980	16	391.8	331.9	303.1	279.5	232.1		307.2
2355	11		407.8	362.3	321.6			358.0

Total Cash Design - Projected by 2.1%

Full Points	Number of Organizations	P90	P75	(\$,000)			P10	AVG
				P50	P25			
134	7			50.9				53.9
157	12	85.6	67.4	61.1	49.9	44.5		62.2
186	17	86.6	69.9	61.9	54.5	49.8		65.7
219	21	93.1	77.2	67.1	61.6	58.0		72.2
258	24	97.4	84.0	71.7	64.0	59.7		75.2
301	23	104.8	86.4	77.8	70.0	65.2		80.8
352	23	111.5	101.0	86.8	77.9	74.5		90.4
414	24	120.1	108.6	96.6	87.0	79.2		98.0
488	24	132.1	121.4	108.9	95.5	88.6		108.9
576	24	148.0	135.8	120.2	108.4	97.4		121.9
684	24	166.8	154.3	139.5	118.8	108.4		138.1
817	24	208.0	176.8	162.4	139.8	119.5		163.0
977	25	218.0	202.5	169.8	154.0	139.8		177.6
1168	23	295.3	273.5	228.7	193.4	182.7		234.6
1394	22	352.6	312.0	291.3	251.7	237.8		291.3
1664	20	493.8	377.2	333.4	299.8	232.4		354.2
1980	16	685.5	501.4	438.2	338.0	287.2		441.5
2355	11		636.4	522.2	466.4			512.8



Utilities Organizations

Chart Coordinates - Canada
Projected to May 1, 2013

Base Salary - Projected by 3.1%

Full Points	Number of Organizations	P90	P75	(\$,000)			P10	AVG
				P50	P25	P10		
134	7			52.7				54.2
157	12	79.7	71.3	59.0	48.7	43.5		60.9
186	17	90.9	71.2	59.8	53.6	48.0		65.3
219	21	90.0	77.8	67.4	62.1	56.9		72.0
258	24	96.7	82.2	71.2	63.3	58.3		74.4
301	23	103.6	84.0	76.7	69.5	62.3		78.6
352	23	108.5	97.1	84.0	76.4	69.4		86.4
414	24	116.1	100.7	92.1	83.6	72.9		93.0
488	24	130.0	119.0	100.5	92.7	87.3		104.6
576	24	141.6	126.7	111.7	101.6	94.5		115.3
684	24	155.0	143.8	125.4	112.4	102.1		128.1
817	24	176.7	155.3	138.8	125.4	118.0		143.1
977	25	188.9	166.5	156.3	138.9	128.1		155.7
1168	23	231.8	212.9	188.5	168.8	159.2		195.0
1394	22	270.3	243.2	225.3	209.1	191.0		229.5
1664	20	339.6	276.8	263.3	240.2	191.3		266.6
1980	16	395.6	335.2	318.2	270.7	207.7		304.4
2355	11		387.4	335.1	304.1			337.2

Total Cash - Projected by 3.1%

Full Points	Number of Organizations	P90	P75	(\$,000)			P10	AVG
				P50	P25	P10		
134	7			52.7				54.6
157	12	81.8	71.4	61.7	48.8	43.5		62.0
186	17	91.3	71.2	62.5	56.3	50.3		66.5
219	21	93.8	79.1	70.0	63.7	60.0		73.5
258	24	96.9	83.0	75.4	65.6	60.7		76.5
301	23	104.0	87.6	78.1	71.8	63.4		81.2
352	23	112.7	100.7	87.0	80.1	71.1		89.7
414	24	120.3	107.1	95.7	86.2	78.1		97.0
488	24	137.3	123.2	107.3	96.2	88.8		110.6
576	24	153.0	137.8	118.6	107.1	99.3		124.0
684	24	170.5	152.3	137.5	120.4	107.2		139.4
817	24	215.7	176.1	158.9	141.2	123.2		164.3
977	25	227.5	200.6	166.9	153.1	132.6		178.1
1168	23	328.1	286.4	241.5	196.6	174.3		244.9
1394	22	368.0	345.7	297.5	250.1	220.9		303.3
1664	20	492.4	430.9	378.3	280.5	228.5		382.0
1980	16	746.9	554.9	494.4	300.8	243.1		463.3
2355	11		639.9	517.6	475.9			508.2



Utilities Organizations

Line Formulae - Canada

Projected to May 1, 2013

Base Salary Policy - Projected by 2.1%

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157					415.57	-4,754					334.10	8,714
157 - 186	-10.88	85,021	89.24	52,923	-45.29	67,602	183.42	20,371	173.25	16,707	107.51	44,289
186 - 219	298.57	27,465	227.10	27,282	161.50	29,137	196.56	17,927	224.72	7,132	190.60	28,834
219 - 258	79.61	75,416	157.22	42,585	144.90	32,773	35.51	53,197	36.98	48,247	68.18	55,645
258 - 301	157.16	55,409	3.86	82,152	101.51	43,969	178.62	16,274	129.09	24,484	108.52	45,237
301 - 352	90.15	75,579	296.00	-5,782	172.37	22,640	81.56	45,489	145.41	19,571	170.90	26,461
352 - 414	116.94	66,149	41.19	83,912	98.61	48,603	147.02	22,446	119.29	28,766	111.57	47,346
414 - 488	132.37	59,758	182.63	25,355	150.85	26,977	83.04	48,935	89.90	40,934	124.23	42,103
488 - 576	96.25	77,386	118.87	56,469	115.78	44,090	134.40	23,871	91.15	40,325	113.30	47,434
576 - 684	151.23	45,718	127.88	51,281	134.86	33,099	71.12	60,318	97.70	36,547	124.70	40,870
684 - 817	166.34	35,384	114.00	60,770	121.56	42,197	117.19	28,812	79.45	49,030	107.72	52,485
817 - 977	49.43	130,897	71.13	95,801	70.51	83,902	109.71	34,922	88.61	41,548	90.09	66,891
977 - 1168	186.70	-3,210	237.25	-66,503	169.19	-12,503	163.13	-17,269	188.77	-56,309	179.16	-20,133
1168 - 1394	234.79	-59,388	130.02	58,739	168.16	-11,309	153.57	-6,103	107.42	38,705	158.16	4,392
1394 - 1664	253.37	-85,285	120.90	71,459	145.69	20,024	118.52	42,751	-9.59	201,829	130.59	42,824
1664 - 1980	175.30	44,618	187.50	-39,369	128.83	48,081	125.29	31,483	146.17	-57,367	148.87	12,412
1980 - 2355			202.44	-68,941	157.72	-9,125	112.14	57,531			135.50	38,890
2355 - 2795			148.50	58,092	136.03	41,961	-30.85	394,277			75.43	180,350

Total Cash Design - Projected by 2.1%

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157					440.76	-8,129					358.79	5,831
157 - 186	33.58	80,335	90.67	53,116	27.85	56,698	155.99	25,472	183.06	15,786	120.10	43,306
186 - 219	199.43	49,488	218.42	29,354	156.76	32,721	215.03	14,491	248.55	3,604	196.82	29,035
219 - 258	109.89	69,096	175.01	38,862	118.24	41,157	61.68	48,075	42.75	48,674	80.05	54,608
258 - 301	169.72	53,660	54.98	69,829	143.46	34,649	140.71	27,685	127.90	26,706	128.16	42,195
301 - 352	132.69	64,807	286.97	1	176.53	24,694	154.31	23,591	183.84	9,868	188.84	23,932
352 - 414	137.98	62,945	123.01	57,715	157.56	31,375	145.67	26,631	74.84	48,237	122.20	47,390
414 - 488	162.58	52,761	172.82	37,091	166.33	27,740	114.85	39,392	126.46	26,866	148.36	36,557
488 - 576	181.75	43,405	162.92	41,925	128.00	46,449	148.17	23,131	100.37	39,597	147.06	37,193
576 - 684	173.81	47,981	171.80	36,811	178.63	17,285	96.34	52,985	102.48	38,382	150.79	35,042
684 - 817	308.90	-44,422	169.28	38,532	173.11	21,060	157.11	11,420	82.25	52,222	186.24	10,799
817 - 977	62.62	156,784	160.46	45,734	45.77	125,099	88.87	67,175	127.10	15,572	91.19	88,448
977 - 1168	404.58	-177,310	372.04	-160,979	308.38	-131,474	205.92	-47,189	224.60	-79,683	298.87	-114,454
1168 - 1394	253.80	-1,190	170.27	74,692	277.00	-94,818	258.31	-108,378	243.99	-102,330	250.79	-58,288
1394 - 1664	522.64	-375,963	241.12	-24,077	155.77	74,175	178.06	3,492	-20.24	266,007	232.76	-33,167
1664 - 1980	606.96	-516,263	393.21	-277,144	331.69	-218,565	120.82	98,741	173.69	-56,695	276.27	-105,555
1980 - 2355			359.86	-211,109	224.01	-5,363	342.35	-339,886			190.45	64,352
2355 - 2795			176.62	220,412	216.36	12,671	-251.30	1,058,149			86.30	309,632



Utilities Organizations

Line Formulae - Canada

Projected to May 1, 2013

Base Salary - Projected by 3.1%

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157					277.32	15,480					293.23	14,942
157 - 186	387.46	18,855	-5.12	72,192	25.46	55,022	173.37	21,399	153.90	19,370	148.78	37,620
186 - 219	-26.90	95,927	201.29	33,800	232.01	16,603	254.59	6,292	269.76	-2,178	200.63	27,977
219 - 258	169.83	52,842	109.46	53,911	97.87	45,980	31.09	55,238	34.58	49,325	64.41	57,809
258 - 301	161.80	54,915	42.91	71,082	126.40	38,618	145.71	25,665	92.51	34,380	95.23	49,856
301 - 352	94.80	75,083	257.83	6,390	145.31	32,927	133.93	29,213	139.67	20,182	153.53	32,309
352 - 414	123.24	65,070	58.14	76,682	129.09	38,636	116.71	35,273	57.32	49,170	107.61	48,473
414 - 488	188.19	38,183	245.82	-1,018	114.44	44,701	122.28	32,966	195.50	-8,035	157.45	27,840
488 - 576	130.80	66,189	87.73	76,126	126.69	38,724	101.59	43,064	81.15	47,767	120.15	46,042
576 - 684	124.68	69,712	158.95	35,106	126.69	38,721	100.35	43,777	70.04	54,168	118.48	47,004
684 - 817	163.53	43,137	86.29	84,804	100.48	56,652	97.19	45,942	120.26	19,813	113.23	50,591
817 - 977	75.61	114,974	69.77	98,304	109.57	49,225	84.45	56,347	62.68	66,862	78.61	78,878
977 - 1168	224.65	-30,642	243.11	-71,049	168.27	-8,130	156.56	-14,100	163.02	-31,171	205.48	-45,075
1168 - 1394	170.52	32,587	134.11	56,261	163.20	-2,198	178.37	-39,576	140.79	-5,204	152.97	16,257
1394 - 1664	256.79	-87,684	124.47	69,699	140.97	28,779	115.39	48,221	0.60	190,216	137.41	37,954
1664 - 1980	177.02	45,055	184.55	-30,280	173.39	-25,153	96.61	79,470	52.36	104,086	119.61	67,570
1980 - 2355			139.45	59,034	45.13	228,791	89.05	94,423			87.59	130,976
2355 - 2795			205.33	-96,115	207.30	-153,119	13.29	272,852			116.71	62,389

Total Cash - Projected by 3.1%

Full Point Range	P90		P75		P50		P25		P10		AVG	
	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant	\$ per Pt.	\$ Constant
134 - 157					392.09	100					318.53	11,994
157 - 186	327.45	30,389	-8.18	72,761	29.77	56,984	261.75	7,654	233.36	6,895	156.58	37,420
186 - 219	75.55	77,243	236.69	27,215	227.41	20,223	224.79	14,528	295.47	-4,657	212.05	27,102
219 - 258	79.66	76,342	100.17	57,115	136.91	40,043	46.08	53,666	16.48	56,443	75.92	56,914
258 - 301	165.48	54,201	109.36	54,743	64.16	58,812	144.63	28,240	63.08	44,418	111.28	47,793
301 - 352	170.75	52,614	256.04	10,591	174.72	25,533	164.08	22,384	150.70	18,045	165.17	31,570
352 - 414	122.06	69,756	103.76	64,194	139.99	37,759	97.32	45,885	113.68	31,077	118.14	48,124
414 - 488	230.29	24,946	217.51	17,102	156.73	30,828	135.50	30,077	143.65	18,669	183.58	21,033
488 - 576	178.16	50,388	165.33	42,567	127.71	44,992	123.75	35,813	119.14	30,631	152.05	36,423
576 - 684	162.52	59,398	134.47	60,340	176.00	17,176	123.07	36,205	73.80	56,747	142.57	41,882
684 - 817	339.26	-61,495	178.96	29,912	160.59	27,718	157.16	12,887	120.46	24,829	187.76	10,970
817 - 977	74.15	155,099	153.08	51,054	49.95	118,108	73.60	81,154	58.55	75,411	85.44	94,568
977 - 1168	526.54	-286,883	448.97	-238,027	390.31	-214,424	227.95	-69,647	218.23	-80,593	349.75	-163,665
1168 - 1394	176.13	122,394	262.34	-20,048	247.97	-48,173	236.63	-79,787	206.54	-66,949	258.57	-57,170
1394 - 1664	461.22	-275,018	315.40	-94,017	299.01	-119,319	112.82	92,808	27.68	182,392	291.37	-102,889
1664 - 1980	805.18	-847,376	392.69	-222,629	367.50	-233,281	64.10	173,879	46.53	151,018	257.43	-46,417
1980 - 2355			226.77	105,903	61.86	371,882	466.97	-623,806			119.69	226,305
2355 - 2795			437.71	-390,867	419.20	-469,650	-285.52	1,148,304			232.11	-38,427



Utilities Organizations

**Chart Coordinates - Canada
May 1, 2012**

Full Points	Number of Organizations	Bonus Target %					AVG
		P90	P75	P50	P25	P10	
134	7			0.0			1.0
157	12	5.0	3.0	0.0	0.0	0.0	1.6
186	17	6.0	4.6	2.0	0.0	0.0	2.4
219	21	6.0	5.0	1.0	0.0	0.0	2.5
258	24	7.5	5.0	2.0	0.0	0.0	2.9
301	23	10.0	7.0	3.0	0.0	0.0	3.8
352	23	10.0	8.0	3.0	0.0	0.0	4.5
414	24	10.0	9.3	4.0	0.0	0.0	4.8
488	24	13.0	10.0	6.0	0.0	0.0	6.0
576	24	15.0	13.0	10.0	2.3	0.0	8.1
684	24	17.2	15.0	12.7	0.0	0.0	9.4
817	24	30.0	20.0	15.0	12.0	0.0	15.5
977	25	27.6	20.0	15.0	0.0	0.0	14.1
1168	23	40.0	30.0	25.0	15.0	1.8	23.1
1394	22	40.0	40.0	30.0	21.0	10.0	28.7
1664	20	54.0	39.8	35.0	25.0	12.0	33.5
1980	16	75.0	52.5	40.0	25.0	12.0	39.6
2355	11		50.0	45.0	42.2		39.5

Full Points	Number of Organizations	Bonus Target % (where eligible)					AVG
		P90	P75	P50	P25	P10	
134	4			4.0			4.6
157	5			5.0			4.9
186	11		8.0	6.0	3.0		6.2
219	15	10.6	8.0	5.0	3.0	2.0	6.2
258	18	11.7	8.0	5.0	3.0	2.0	6.4
301	18	10.4	10.0	7.5	3.0	3.0	7.1
352	18	12.5	10.0	7.8	4.0	3.0	7.6
414	18	15.0	10.0	8.0	5.0	3.0	8.2
488	18	15.0	12.3	10.0	7.2	3.0	9.5
576	18	15.0	15.0	11.1	8.5	3.0	11.2
684	18	20.0	15.0	15.0	12.7	4.0	13.9
817	20	30.0	20.0	17.0	15.0	14.7	19.0
977	20	30.0	23.0	20.0	15.0	6.0	19.9
1168	19	40.0	30.0	25.0	25.0	16.8	27.8
1394	20	40.0	40.0	30.0	24.1	12.0	30.3
1664	19	58.0	40.0	35.0	25.0	12.9	35.6
1980	15	75.0	57.5	40.0	26.3	14.3	43.2
2355	10		52.6	45.0	43.7		44.8



Utilities Organizations

**Chart Coordinates - Canada
May 1, 2012**

Bonus Target % (where received)

Full Points	Number of Organizations	P90	P75	P50			P10	AVG
				(\$,000)				
134	4			4.0			4.6	
157	5			5.0			5.0	
186	11		8.0	6.0	3.0		6.3	
219	15	13.4	9.0	5.0	3.0	2.0	6.5	
258	18	12.8	8.0	5.0	3.0	2.0	6.7	
301	18	12.5	10.0	8.0	3.3	3.0	7.6	
352	18	15.0	10.0	8.0	4.2	3.0	8.6	
414	18	15.0	11.0	9.5	5.0	3.0	9.2	
488	18	15.5	13.0	10.0	7.9	3.0	10.3	
576	18	16.3	15.0	11.3	10.0	3.0	11.7	
684	17	21.6	15.6	15.0	12.8	6.3	15.2	
817	19	30.0	20.0	20.0	15.0	14.9	19.5	
977	19	31.8	25.0	20.0	15.0	12.3	20.7	
1168	18	40.0	30.0	25.0	25.0	19.7	27.9	
1394	19	40.0	40.0	30.0	25.0	11.8	30.0	
1664	18	60.0	40.0	35.0	27.5	12.0	36.0	
1980	14	75.0	60.0	40.0	30.0	13.1	44.1	
2355	10		52.6	45.0	43.7		44.8	

Bonus Payout %

Full Points	Number of Organizations	P90	P75	P50			P10	AVG
				(\$,000)				
134	7			0.0			1.0	
157	12	5.8	2.6	0.0	0.0	0.0	2.0	
186	17	7	4.0	0.0	0.0	0.0	2.3	
219	21	7.4	5.8	1.3	0.0	0.0	2.6	
258	24	7.6	5.1	1.9	0.0	0.0	3.0	
301	23	9.1	6.0	3.0	0.0	0.0	3.6	
352	23	11	6.0	2.8	0.0	0.0	4.0	
414	24	12.1	7.0	3.0	0.0	0.0	4.4	
488	24	13.9	10.0	3.9	0.0	0.0	5.7	
576	24	15	11.3	6.0	0.0	0.0	7.4	
684	24	19.5	14.7	7.7	0.0	0.0	9.0	
817	24	29.6	20.3	14.5	0.9	0.0	14.1	
977	25	32.7	21.3	14.4	0.0	0.0	13.8	
1168	23	47.7	36.9	27.4	7.9	0.0	24.5	
1394	22	51.2	43.0	32.2	11.5	3.0	30.6	
1664	20	62.3	52.2	44.2	22.8	9.6	39.6	
1980	16	90.4	66.5	52.7	16.8	3.1	46.1	
2355	11		61.3	54.6	37.3		46.1	



Utilities Organizations

**Chart Coordinates - Canada
May 1, 2012**

Bonus Payout % (where eligible)

Full Points	Number of Organizations	P90	P75	P50			P10	AVG
				(\$,000)				
134	4			4.0			4.2	
157	5			3.0			5.5	
186	11		8.0	5.7	3.0		6.1	
219	15	11.1	8.0	6.0	3.0	1.9	6.3	
258	18	13.0	8.3	5.4	2.3	2.0	6.4	
301	18	13.4	8.9	6.0	3.0	1.5	6.5	
352	18	13.4	10.0	5.6	3.0	1.2	6.6	
414	18	15.0	11.0	6.0	3.0	2.1	7.2	
488	18	15.0	12.5	8.0	3.9	2.9	8.8	
576	18	17.3	13.8	9.5	5.0	3.0	10.3	
684	18	21.4	17.1	12.5	8.0	4.1	13.1	
817	20	32.5	22.5	15.3	9.8	4.1	17.3	
977	20	36.1	26.2	17.5	12.7	6.0	19.4	
1168	19	50.8	38.0	29.0	19.6	10.6	29.7	
1394	20	51.2	43.0	33.1	12.0	7.9	32.3	
1664	19	62.4	52.6	44.6	25.0	13.4	42.1	
1980	15	91.2	68.4	53.4	25.6	12.0	50.2	
2355	10		62.9	59.0	47.5		52.3	

Bonus Payout % (where received)

Full Points	Number of Organizations	P90	P75	P50			P10	AVG
				(\$,000)				
134	4			5.0			4.5	
157	5			4.0			6.0	
186	11		8.0	5.9	3.0		6.4	
219	15	12.2	8.0	6.0	3.0	2.0	7.0	
258	18	13.0	9.4	6.6	3.0	2.0	7.7	
301	18	15.0	9.4	7.0	3.0	3.0	7.8	
352	18	16.2	11.0	6.0	3.5	2.8	8.3	
414	18	15.6	12.2	7.0	4.0	3.0	8.9	
488	18	17.0	13.1	9.9	5.6	3.3	10.5	
576	18	19.2	14.5	10.0	5.3	3.6	11.5	
684	17	23.3	19.0	14.0	10.0	5.2	15.4	
817	19	35.3	23.0	17.0	14.0	7.1	19.6	
977	19	37.6	27.8	18.0	14.9	7.2	21.5	
1168	18	52.5	40.9	31.1	22.4	17.4	32.3	
1394	19	51.4	43.4	35.4	20.5	8.1	34.2	
1664	18	62.5	52.7	45.0	27.4	13.8	43.4	
1980	14	91.6	69.3	53.8	30.0	12.0	52.6	
2355	10		62.9	59.0	47.5		52.3	

Utilities Organizations

Participant List - Canada
May 1, 2012

(N=26)

Bluewater Power Distribution Corporation
Brantford Energy Group of Companies
Bruce Power
Direct Energy Marketing Ltd.
Enersource Hydro Mississauga
EnWin Utilities Ltd.
Fortis Inc.
FortisAlberta Inc.
FortisBC Energy Inc.
FortisBC Inc.
Guelph Hydro Electric Systems Inc.
Halifax Regional Water Commission
Hydro One Brampton
Hydro One Inc.
Maritime Electric Company
NB Power Holding Corporation
Newfoundland Power Inc.
Northwest Territories Power Corporation
Ontario Power Generation Inc.
PowerStream Inc.
SaskEnergy Incorporated
SaskPower
Toronto Hydro-Electric System Limited
Veridian Corporation
Westario Power Inc.
Yukon Energy Corporation